**Dr. Dorit Weiss**

**Scientific Biography and Career Milestones – Registered Nurse and Nursing Policy & Administration Expert**

Dr. Dorit Weiss was born on Kibbutz Mishmar Ha’Emek in 1953. After losing most of their family in the Holocaust, her parents immigrated to Israel from Europe in 1947, determined to fulfill their ideals by living on kibbutz. Her father began teaching at the pioneering Shomriya Educational Institute and went on to pursue an academic career, eventually becoming a professor at Tel Aviv University and a globally renowned Egyptologist. Dr. Weiss has one sister, a son and daughter, and four grandchildren. She currently resides on Moshav Gat Rimon.

She studied nursing at the Hasharon Nursing School, as part of the IDF academic officers’ program. Following her military service as an officer in the Emergency Room (ER) at Tel HaShomer Hospital, she began to work in the ER at HaSharon Hospital. Throughout her 40-year career at Clalit Health Services, she progressed up the ladder to the most senior position of Chief Nursing Officer, which she fulfilled for ten years, serving as a member of the executive management and in charge of 13,000 nurses in the hospitals, the community, and the education system. On retiring in 2018, she turned to the academic world and began to lecture at various academic institutions, and to promote the establishment of the nursing program at the Netanya Academic College.

1. **Background and professional experience**

Dr. Weiss has years of experience in the field of nursing, beginning with her studies at the Hasharon Hospital Nursing School, during which at the outbreak of the Yom Kippur War in 1973, she asked to be stationed in the ER. Following the war, she was drafted into military service as an officer and serviced in the ER at Tel HaShomer Hospital. She was discharged with the rank of lieutenant and returned to work in the ER at HaSharon Hospital. During this time, she attended a course in combined intensive care medicine and subsequently, she began her academic studies at Tel Aviv University: she completed her bachelor’s and master’s degrees, graduating cum laude. She completed her Ph.D. thesis at the Tel Aviv University Faculty of Medicine. Concomitantly with her Ph.D. studies, she also studied for a diploma in Medical Administration at Ben Gurion University of the Negev, and subsequently completed Continuing Professional Development courses at Clalit Health Services and at Reichman University (IDC Herzliya) in topics relevant to her professional field (Directors Course, innovation, creative marketing), and more.

The many management positions Dr. Weiss has held are clear evidence of her professional leadership capabilities. After twenty years of hospital work, Dr. Weiss progressed to management roles in the community and served in senior management positions; Head of Nursing in the Administration at the time of the unification of the Dan (Greater Tel Aviv) and Petach Tiqwa districts along with the establishment of the Southern Dan Administration. As a result of her success in this position, in 1993 she was appointed Director of Nursing in Clalit HMO’s Jerusalem District, a position in which she was involved in leading Clalit’s policy following the enactment of the National Health Insurance Law. In 1997, she moved to the Clalit executive management, assuming senior management roles. She established the Nursing Branch in the organization’s Community Health Division. This was a dynamic period of change and reform in the health system during which Dr. Weiss led requisite, national level efforts in the field of nursing, the most prominent being a change in the nature of community-based nursing such as training and staffing of nurses as clinical coordinators in various expert disciplines, building programs for care management in various fields and placing preventive medicine on the agenda, as well as expanding the HMO’s mother and child clinic activity, pregnancy supervision, and healthcare promotion that were adopted by other fellow HMOs.

In her 11-year tenure as Head of the Branch, Dr. Weiss redesigned the position, electing to add new, clinical, and organizational aspects to the role of the nurse, and focus on nursing care programs for selected populations such as the chronically ill, the elderly, the vulnerable, and preventive medicine. In the executive management positions she held, Dr. Weiss was a trusted partner in leading nationwide processes and was a member of numerous committees that had a profound impact on healthcare and social welfare policy in Israel: the main forums in which she has been active have included geriatrics (on committees in Clalit, the Ministry of Health, the National Insurance Institution and the Myers-JDC-Brookdale Institute), as well as the professional role development of nurses with the Ministry of Health’s Nursing Administration and its Principal Nurse; as well as preventive medicine, in conjunction with the Ministry of Health and the other fellow HMOs.

In 2008, she was appointed Chief Nursing Officer of Clalit Health Services by the Board of Directors, based on the recommendation of the organization’s CEO, a position she held for ten years and in which she successfully generated changes in the staffing list, recruitment and retention of nurses, changes in the processes for training nurses as a reserve for Clalit and in nursing research – an issue that subsequently developed into a national trend. The Chief Nursing Officer of Clalit Health Services is a role parallel to that of a corporate VP and it included her membership in the HMO’s executive management, formulating and leading the organizational strategy, and adapting it to her field of responsibility as head of nursing. Clalit is the largest HMO (Health Maintenance Organization) in Israel, the second largest in the world and it is considered to be a leader in healthcare policy and nursing working processes in Israel. As Chief Nursing Officer, Dr. Weiss was responsible for 13,000 nurses working in community-based hospitalization and the education system.

In parallel to her work, she studied for three academic degrees at Tel Aviv University: B.A. and M.A. cum laude at the Department of Nursing and a Ph.D. at the Faculty of Medicine. Furthermore, she expanded her education and skillsets in new and relevant fields, such as completing a Directors’ Course. She was also appointed to serve on the first Directors’ Team established by the Israeli Corporations Authority and served as a director on the Council for a Beautiful Israel non-profit organization, and to this day she is a member of the managerial board of Amcha, a leading non-profit organization providing support services for Holocaust survivors in Israel.

The unique combination of hands-on management experience and her active involvement in academic work, led Dr. Weiss to fuse the fields of policy and administration, which focus on the current state of affairs and future planning, with the historical perspective of the study of medical and nursing services in Israel and worldwide. In 2018, she gained recognition as an expert in the field of Nursing Policy and Administration. Dr. Weiss has been a member of management of the Association for the History of Nursing in Israel for a decade and is active in the study and teaching of this topic. (For additional details, please see the attached resume).

This combined activity is based on a belief that has guided Dr. Weiss throughout her professional career, according to which the profession should be in a constant process of development, specialization, expansion and dynamic, ongoing training in order to adapt itself to the changing state of healthcare and to integrate within state-of-the-art healthcare systems, and to further its professional activity and status in the fields of service, education, administration, research, as well as involvement in shaping policy. In order to attain these goals, she worked in parallel in the following directions:

**1. Professional contribution towards promoting service**

**a. As Head of the Community Nursing Branch in the Clalit Health Services Management (1997–2008)** Dr. Weiss launched and ran programs based on the model of care management that were implemented on a national level. It was during this period (1997) that an organizational change was carried out involving a decision to establish the Community Nursing Branch. Her first and main mission was to develop an overall value system and approach for the position, to formulate healthcare policy and launch healthcare programs for risk groups, as well as training for the staff. It was in this spirit that she led a number of programs that later formed a model to be adopted by additional HMOs. Following are the key programs of note:

1. Expansion of the role of the nurse in the community and adapting it to the changing needs: Following the enactment of the National Health Insurance Law, there was a need for comprehensive reform and the adoption of economic health thinking. The community nurse was enabled to enter a broad, important, and challenging domain of activity. Together with her partners in the Community Division, Dorit Weiss worked to redefine the community nurse’s role, expand its powers and clinical specialties, and focus activity on at-risk populations. Dr. Weiss led the effort to create evidence-based treatment programs for the chronically ill (cardiac rehabilitation, cardiac insufficiency, diabetics, the incapacitated and target groups such as pregnant women, premature infants and encouraging breast feeding). In accordance with the organization’s strategy, she initiated and led the effort to build an extensive program to identify and provide treatment for vulnerable elderly individuals. In each program, she recruited a coordinator with dedicated clinical training, along with nurses specially trained to coordinate the program at the district and individual clinic level. In the program for the elderly, a virtual clinic was opened, operating in senior living facilities. Dr. Weiss also headed the team working to establish a dedicated call center for the elderly. This policy led her to reexamining the function of the nurse at the primary care clinics that had been redesigned, and the nurses were trained in the art of triage (assessment of treatment urgency and priority), and time was given to them to engage in monitoring patients, together with increasing training and providing information. Special attention was given to strengthening continued treatment: the Branch worked in conjunction with the Nursing Branch in the hospitals to arrange the planned discharge of vulnerable patients, and to build a new system for the provision of home healthcare. A program entitled “*Shvil*” (path) made home healthcare treatment available to patients as an alternative to inpatient treatment, underscoring the importance of instruction for patient self-care. At the same time, Dr. Weiss initiated and formulated a policy of change and expansion of the nurse’s advisory function, providing advice according to professional clusters, and training nurses for care management of patients with stomas and non-healing wounds in terms of estimating, monitoring, and issuing prescriptions for medical equipment (patient satisfaction reached a figure of 69% extremely satisfied and 26% satisfied within a year), as well as tests to ensure the safety of medication treatment and a quality test for the implementation of the Long-Term Care Law at Clalit. In order to achieve this, a variety of internal organizational training sessions were held for nurses in these new fields, and Dr. Weiss succeeded in impressing the need for additional positions for the new functions of coordinators for clinical fields such as diabetics and oncology wounds, etc. (83% of the patients responded that their wounds are being properly treated). The new approach was adopted by additional HMOs at the national level. The National Council for Community Health set up a committee to discuss the issue of community nurses, recommending that the specialization of the community nurse should be recognized in a similar format and spirit to that formulated by Clalit under Dr. Weiss’ leadership (the village nurse), and this was indeed authorized in 2018.

2. Development of national care and/or case management: On assuming this position, Dr. Weiss led the effort to implement treatment models in conjunction with the Medical Branch in the Division, in which the community nurse coordinates and manages the treatment of selected chronic illnesses and complex health conditions. The initial programs were designed for diabetics, cardiac rehabilitation patients – “*Lev Hainyan*” or the “Heart of the Matter”, (98% of the patients expressed a sense of security and 93% responded that they understand the nature of the illness and how to prevent it as a result of the nurse’s follow-up), a program for treating states of cardiac insufficiency, the elderly at risk, such as preventing falling, etc. These programs were analyzed and found to be effective in reducing unnecessary hospitalization, they provided an important contribution to patient satisfactions, improved health as evidenced in the quality measures. The successful models were expanded and adopted by additional caregivers and were studied by the Israel National Institute for Health Policy Research (NIHP). These programs led by Dr. Weiss at Clalit were expanded and are now studied as part of a unique masters’ degree program in care management, currently taught by Dr. Weiss.

3 Promoting the use of preventive medicine in treatment: Just prior to assuming the position of Head of the Branch, the issue of the responsibility for preventive medicine and the question of transferring this from the Ministry of Health to the HMOs emerged as a bone of contention in the health policymakers’ discourse. As a result of her experience as a District Nursing Director, Dr. Weiss was aware of the importance of the service and worked to persuade the HMO management as to the importance of integrating preventive treatment into the curative treatment, as well as the inherent advantage of this for the organization from a holistic viewpoint of health treatment. One approval was granted, Dr. Weiss initiated and managed programs such as *Yom Holedet Shesh* (Sixth Birthday), *Horut Mebereshit* (Parenting from Scratch) for new couples, *Tip Tipat Betichut* (A Small Dose of Safety) for preventing domestic accidents, a program aimed at newly discharged female soldiers and the prevention of chlamydia among students. Once discussions began in earnest in the Knesset on transferring the responsibility for preventive medicine services to the HMOs, Dr. Weiss added to this alternative programs for state services such as accompanying pregnancy – a program for monitoring pregnancy using an alternative approach, the provision of genetic information by nurses and a program to identify perinatal depression, which, following its success and findings, was subsequently adopted by the Ministry of Health and transformed into a nationwide program. The success of these programs led her to develop programs for encouraging breastfeeding, training for breastfeeding support nurses and the establishment of a call center for breastfeeding support as well as producing a diary for the new-born baby. In this position, she represented Clalit in numerous discussions with the Ministry of Health and on the Knesset parliamentary committee on this issue. Many of the programs developed were successfully adopted by other HMOs too, and nowadays the term “accompanying pregnancy” has become a nationwide, household term. The quality of the mother and child clinic services in the HMO was confirmed by the findings of the study conducted by the JDC-Brookdale Institute. At that time, and in accordance with the strategic decision to change the organization’s vision, including changing its name from the Clalit Health Fund to Clalit Healthcare Services, Dr. Weiss also assumed responsibility for the Health Education and Promotion Department, and its activity was expanded to include extensive cooperation with the Marketing Branch and the Medical Branch. On the national level, Dr. Weiss was appointed as a member of the National Council for Community Health in which she worked to promote the status and functions of the community nurse. As a member of the National Insurance Institute Management Forum of the Long-Term Care Law, she led the effort to empower the nurse’s role in care management for the elderly and she worked to enhance this treatment. In this position, she served as a member on various forums and committees on behalf of the National Insurance Institute where she promoted her approach to integrating the elderly in community life and the world of home healthcare services that continues to this day.

**b. As Chief Nursing Officer 2008–2018**

After 11 years serving as Head of the Community Nursing Branch, Dr. Weiss was appointed Chief Nursing Officer of Clalit Health Services, the largest HMO in Israel. The position included overseeing nursing in the hospitals and the community, promoting the professional training and education, developing the level of professional service and applying research methods to the various branches of nursing. The first task she addressed was searching for an overall solution to the severe problem of personnel shortages and making the most out of the existing professional potential. She applied her efforts here in a number of directions to increase the number of nurses and to promote their training and suitability for the developing positions.

1. Nursing recruitment and retention programs: In an effort to contend with the severe personnel shortage, especially in specific areas and clinical fields – Dr. Weiss built a work plan incorporating three main areas of emphasis: training and recruitment of new nurses, retention and empowerment of the existing nursing staff, and recruiting students to the Clalit Health Services nursing schools. A recruitment center was established that maintained personal contact with each and every nurse seeking to work at Clalit, and which attended jobs fairs and dedicated recruitment days. A dedicated program was built for new nurses named the “Wheels of Nursing” that was intended to expose them to the scope of activity and the existing opportunities within the organization. With this aim in mind, she also established the “Network Heritage” scheme that included interviews with leading nurses at Clalit Health Services, who served as role models. Moreover, she also developed programs to encourage excellence and promote professional empowerment: The “Blue Ocean” model helped located spheres of excellence within the organization, striving to expand them and enroot them. The Magnet Hospital, gold-standard model, which promotes solidarity with, commitment to, and pride at the place of work, and also reduces the leaving rate, was adapted to the working environment at Clalit Health Services. In an effort to prevent nurses from dropping out, focus-group meetings were held with nurses from various groups and lessons were learned, and the new nurses were given study tours of various institutions. In order to adapt the working environment to the younger generation’s preferences, Dr. Weiss instigated processes of technological development. She appointed a nurse to the position of informatics nurse specialist on the staff and developed the discipline of online learning, which today is considered a common norm. It was in this field that Dr. Weiss led the way, becoming a genuine trailblazer in Israel: developing online courseware and sources of knowledge, the “Wikinursing” system in the Wikipedia format, as well as a unique and applied website within the Clalit Health Services website, together with a Facebook community. During her tenure the number of calls to the nursing call center grew requiring appropriate action to be taken to meet demand, including opening a branch in northern Israel and setting up subunits for different specialties, enabling more nurses to become involved in the online nursing service. Another example is gender-focused nursing in which Dr. Weiss has become involved as a lecturer and is a partner in the activity of the recently established Israel Society for Gender Medicine, in academic teaching and the guideline to adapt medical protocols in the nurses call center to gender differences. This focused and purposeful policy along with the variety of measures launched by Dr. Weiss have led to an increase in the number of nurses over the last ten years, while new and varied, professional opportunities have been created for nurses within Clalit Health Services.

2. Improving the training programs and academization of the nursing education at Clalit: In an attempt to ensure quality personnel and a sufficiently professional reserve at Clalit, Dr. Weiss paid special attention to furthering the HMO’s nursing schools. With the aid of a leading branding agency, Dr. Weiss led a campaign to rebrand the nursing schools in terms of their visibility, core essence and their organizational view as a network. This program led to more efficient organizational processes, improved technological infrastructure for the students and the staff, the establishment of modern simulation rooms and refurbishment of the student rooms. Consequently, this led to growth in the number of students at the Clalit nursing schools. As a result of this policy of enhancing the nursing schools and their academization, for the first time, Dr. Weiss succeeded in affiliating the Academic ​School of Nursing at the Meir Medical Center to Tel Aviv University, and thus complete the endeavor to transform all the HMO’s nursing schools into academic institutions. An additional initiative led by Dr. Weiss, born out of the struggle to contend with the shortage of nurses in southern Israel, was the opening of a branch for the conversion of academic graduates in southern Israel, under the auspices of the ​Kaplan Medical Center. The original idea here was for a short-term program, but this branch still operates to this day. An additional sphere that Dr. Weiss promoted via the nursing schools, while gaining the support of the Head of the Department and the directors of the nursing schools, was to encourage academic study and research throughout the field of nursing at Clalit Health Services. Research units were set up in each nursing school to provide support for the nurses engaged in research studies, and in light of the lessons learned, workshops on evidence-based research were set in motion in the institutions themselves.

**c. Academic activity and contribution**

Dr. Weiss’ key scientific contribution has been in groundbreaking interdisciplinary studies combining historical research of medical, nursing, and healthcare policy. Her studies concentrate on the health services (nursing, medicine and morbidity) prior to the establishment of the State of Israel, during the War of Independence, and in the first decade after the state’s establishment. She has also focused on the following exceptional, previously unstudied issues in the field of nursing history in Israel both before and after the establishment of the state, such as the polio pandemic and the role played by the nurses in the *ma’aborot* (immigrant transit camps in the early days of the state), among others.

1. The health services prior to the establishment of the state – research that began with her Ph.D. thesis on Jewish Health Services in Mauritius, Aden, Cyprus and Atlit Refugee Camps. The first part of the study is currently about to be published as a book by Resling Publications in Israel. A follow-up study on Health Services in the Displaced Persons (DP) Camps is due to be published soon in the *European* *Journal of Nursing History and Ethics.* It was presented at an international workshop held in Heidelberg, Germany in September 2021, and at the Nahariya Conference in May 2021, together with Professor Hava Golander.
2. The initial years of the State of Israel – groundbreaking research on the issue of healthcare services during the siege of Jerusalem in Israel’s War of Independence, as well as a series of articles on the initial years of the state (see articles...), including articles on the polio pandemic and the health services in the *ma’abarot* during the first decade of the state. Her study of the work of nurses in the *ma’abarot* was presented at Israel’s prestigious Ben-Zvi Institute as part of a conference entitled *Ma’abarot* and a follow-up article is due to be presented at the international Association for Israel Studies (AIS) Conference at Bar-Ilan University later this year.
3. Studies on the history of nursing in pre-state Israel and the State of Israel – interdisciplinary research combining health policy with a historical examination of specific processes and issues, including: the establishment of the mother and child clinics (during the British Mandate era), the development of quality assurance in the Ministry of Health; nursing leaders in the Israeli health service (Ida Wissotzky and Dina Kepelnovich); and the history of the Israel Nurses’ Association. The studies on these topics were published in a number of journals: *Iyunim* (Multidisciplinary Studies in Israeli and Modern Jewish Society), *HaRefu’a* (Israeli Medical Association), and *Guf Yeda*ʻ (Body of Knowledge, the Journal of the Israeli Association for Nursing Research), and they have been presented at conferences throughout Israel.

Dr. Weiss is a co-founder of the Association for the History of Nursing in Israel and continues to serve as a member of its board. The Association holds annual conferences and seminars, as well as supporting nurses involved in research and writing historical memoirs.

Additional studies in which Dr. Weiss has been involved have evaluated courses of treatment and case management programs for chronically ill patients (treatment of anemia, diabetes, cardiac insufficiency, Nursing Outcomes Classification (NOC), and more).

Her studies have been presented at numerous conferences both in Israel and abroad, on a broad variety of issues on healthcare policy, clinical outcomes, and the history of medicine. Most of the conferences in which she has participated and given presentations have dealt with her professional field of activity, focusing on healthcare policy, case management, and the promotion of the role of nursing within the health system.

On retiring in 2018, Dr. Weiss turned to teaching and the world of academia. She currently teaches at four academic institutions and promotes research activity together with the publication of articles and books, most of which focus on follow-on issues, and some of which deal with new topics for her research work. In view of her expertise in healthcare policy and administration, and her professional experience as Chief Nursing Officer of Clalit Health Services, Dr. Weiss has been invited to teach advanced courses at a number of academic institutions: 1. Ben Gurion University of the Negev – an elective course as part of the Master of Nursing (MN) degree at the Faculty of Health Sciences on the *History of Nursing in Israel*. 2. Ono Academic College – an M.A. degree course for healthcare personnel on the topic of *Case Management in the Community and Clinical Experience.* 3. The Academic College of Tel Aviv-Yaffo – a course on *Healthcare Law & Ethics*. 4. The Netanya Academic College – at the School of Healthcare Systems Management a course on the topic of *Patient-Practitioner Relations*.

Her main areas of research today are:

1. Study of and teaching the History of Nursing: Historical study of nursing in Israel that has been an ongoing issue of interest for over thirty years. Her M.A. thesis addressed the issue of the nursing services during the War of Independence, while her Ph.D. thesis examined the nursing services in the British detention camps in the period just prior to the establishment of the state. The study of these subjects is considered to be innovative, groundbreaking, and thought provoking, and Dr. Weiss continues to develop additional areas of interest and publish new material. Concurrently, she launched a course on the history of nursing that she taught at Tel Aviv University, and she currently teaches a course entitled the History of Nursing in Israel at Ben Gurion University of the Negev. In recent years there has been a growing demand for this subject, and she often appears as a guest lecturer at various nursing schools and colleges. On the national level – she was one of the founders of the Association for the History of Nursing in Israel and has served as a board member since its establishment in 2013. The Association organizes conferences, studies, and ongoing nationwide activity to encourage the study and writing of nursing memoirs (and in recent years has also turned to the use of media such as Zoom for this purpose).

2. Case management: Dr. Weiss’ activity combines between her specialty in historical research and her field of expertise in policy and administration. Her studies are mainly composed of period historical documentation combined with analysis of the aspects of healthcare policy. Following the development of the National Health Insurance Law together with the global healthcare reforms, the models of case management and care management have gained considerable momentum, bringing Dr. Weiss, as Head of the Branch and Chief Nursing Officer at Clalit Health Services, to incorporate both approaches in her work. Since 2019 she has developed and teaches a course in case management at the Academic College of Tel Aviv-Yaffo, and following the launching of an M.A. degree course in Case Management at the Ono Academic College, she lectures at various courses in this degree program. Today, Dr. Weiss is a partner in a research group led by Professor Golander examining various aspects of patient groups with unmet needs, and it intends to study the impact of teaching case management on patient outcomes and quality of life.

**d. Contribution to the community and society**

As somebody who believes that the nursing profession involves social commitment alongside the ability to contribute to advancing society, Dr. Weiss has been an active figure from her early days as a regular nurse, when she was elected as a representative on the union at hospital, and she has continued to act in this spirit in the positions she has assumed on the Clalit Health Services senior management: Dr. Weiss has led the development of unique programs for special populations. This contribution has come to the fore in her membership of the Nursing Ethics Bureau, on the Bureau’s Secretariat and as Chair of the organizational Ethics Committee on the Clalit executive management, as an appointment of the CEO. She has also been an active member of the national councils established as part of the National Health Insurance Law, appointed by the Director General of the Ministry of Health, on the National Council for Community Health and the National Council for Promoting Health. Towards enactment of the Nurses’ Law, Dr. Weiss was appointed as a member of the Nursing Council and the secretariat that was established by the National Principal Nurse ahead of the law’s implementation. Moreover, in light of her contribution to treatment of the elderly, she was appointed by the then Minister of Senior Citizens, Mr. Rafi Eitan, as consultant in the Advisory Council to the Minister. Later on, and as a result of her approach of social involvement, Dr. Weiss was elected to serve on the first Directors’ Team established with the aim of serving on the board of directors of companies in which she might be able to contribute to social issues and have a positive effect on them. In 2018, she was invited by the then MK Avraham Katz-Oz to serve on the board of directors of the *Council for a Beautiful Israel* non-profit organization. In 2020, she was called upon by the Chairman of *Amcha*, a non-profit organization helping Holocaust survivors in Israel, to join the managerial board and the committee looking into the issue of the treatment of the elderly.

**In summary**, Dr. Dorit Weiss, as both a nurse and a researcher, is involved, influences, and has been an active partner in some of the most important processes taking place within the health system, from the onset of the implementation of the National Health Insurance Law, via leading the development of professional clinical tracks and culminating in gaining state recognition for her nursing expertise. Dr. Weiss has also been an active player in broader spheres of influence outside the field of nursing. Thus, for example, she headed the Committee for the Promotion of Family Medicine on behalf of the VP HR at Clalit, having an impact on various aspects outside the organization too, including the battle against the move by the Ministry of Health senior management to transfer nurses to the position of physician assistants, and adding a nurse to the hospital Ethics Committees, a move that required primary legislation. Many programs she initiated came to be implemented on a national scale, including engendering an understanding of the importance and generating a policy change regarding Continuing Professional Development (CPD) courses she promoted based on a program entitled the Blue Ocean, as well as case management programs, such as accompanying pregnancy, cardiac insufficiency, and others. She had the opportunity to work with leaders and managers, and advance the valuable work carried out by the nurses, thanks to whose daily devotion and efforts, the level of professional activity has considerably improved, facilitating the professional and effective functioning of the health system in Israel as a whole. Today, she is devoting much of her time and experience to establishing a nursing program at the Netanya Academic College, as well as expanding her research activity and academic work as part of the Netanya Academic College in the years to come.